City of Sunnyvale
Program Performance Budget

Program 720 - Utility Billing, Collection, and Revenue Management

Program Performance Statement

Provide utility billing service, customer service, and financial management to enable the provision of high quality water, wastewater, and solid waste services, by:

-Reading meters as required by the Sunnyvale Municipal Code (SMC Section 12.24.020) so that residential meters are read once every other month, and commercial meters are read once a month,
-Working with new and existing customers to start and stop utility services as requested,
-Distributing accurate and timely bills as required by the Sunnyvale Municipal Code (SMC Section 12.24.020) so that residential customers receive a bill once every other month, and commercial customers receive a bill once a month,
-Reviewing and auditing utility accounts regularly to ensure the accuracy and completeness of the data retained in the utility billing system,
-Working with existing customers to receive and process one time orders for service (for example special garbage pickups) and responding to detailed billing inquiries,
-Receiving and processing utility payments daily in a timely and accurate manner,
-Processing penalties on delinquent accounts as required by the Sunnyvale Municipal Code (SMC Section 12.50.050) and distributing reminder notices for those accounts,
-Reviewing delinquent utility accounts and interrupting water service to ensure the collection of delinquent funds weekly,
-Monitoring utility billing system performance and taking timely corrective action to address system problems,
-Setting utility rates that maintain the health of the utility enterprises over a twenty year period,
-Assisting in the preparation of utility operating and capital budgets for the utility enterprises,
-Providing timely and relevant utility billing system training to keep staff skills current with latest system upgrades,
-Auditing five significant areas of risk each year as identified in the program's audit plan with the purpose of maintaining the accuracy and completeness of the data retained in the utility billing system, and
-Preparing and processing utility billing journal vouchers for interface with the City's financial system.

Notes

1. SDP 72002 - In an effort to improve each customer interaction, staff is placing an emphasis on quality of each call or over the counter contact and de-emphasizing the speed with which we answer calls and the number of calls taken.

2. SDP 72003 - Staff is in the third year of a five year audit plan. The plan focuses on significant risk areas, working to maintain the integrity of our billing database and therefore solidifying the City's utility revenue base.

Program 720 - Utility Billing, Collection, and Revenue Management

Program Measures	Priority	2006/2007 Proposed	2007/2008 Proposed
Quality			
* Utility payments are applied correctly.	C		
- Percentage of Time Payments are Applied Correctly		**99.00%**	**99.00%**
- Number of Payments Processed		194,400.00	194,400.00
* Water meters are read correctly the first time.	I		
- Percentage of Water Meters Read Correctly the First Time		**99.50%**	**99.50%**
- Number of Reads		182,400.00	182,400.00
* Customer Service Representatives achieve a minimum overall observer evaluation score.	I		
- Average Score On Observer Evaluations		**95.00%**	**95.00%**
* The Utility Rate Report will be delivered to the City Council no later than the last day of April each fiscal year.	I		
- Percentage of Reports Delivered within Planned Timeframe		**100.00%**	**100.00%**
Productivity			
* Accounts will have their meter read and account billed within five business days of the established billing and reading schedule.	M		
- Percentage of Reading and Billing Done On Schedule		**99.00%**	**99.00%**
- Number of Readings		182,400.00	182,400.00
* Collection of utility revenues will be maintained at the established target.	C		
- Percentage of Invoiced Revenues Collected		**99.00%**	**99.00%**
- Total Utility Revenues Invoiced		$64,800,000.00	$64,800,000.00
* Customer calls, including queue time, are answered within the established average.	I		
- Time, Including Queue Time, to Answer (seconds)		**45.00**	**45.00**
- Number of Customer Contacts		36,200.00	36,200.00
* Customer service surveys rate utility billing customer service as satisfactory or higher.	I		
- Percentage of Surveys with a Satisfactory or Higher Rating		**95.00%**	**95.00%**
* Payments are processed the day they are received.	I		
- Percentage of Payments Processed the Day Received		**95.00%**	**95.00%**
- Number of Payments		194,400.00	194,400.00

Program 720 - Utility Billing, Collection, and Revenue Management

Program Measures	Priority	2006/2007 Proposed	2007/2008 Proposed
Productivity			
* Service start and stop work orders are completed as scheduled.	I		
- Percentage of Work Orders Completed as Scheduled		**99.00%**	**99.00%**
- Number of Work Orders		9,500.00	9,500.00
* Utility Billing Journal Vouchers will be completed in a timely and accurate manner.	I		
- Percentage of JVs Completed In a Timely and Accurate Manner		**92.00%**	**92.00%**
- Number of Journal Vouchers		26.00	26.00
Cost Effectiveness			
* Call center operations are managed so that the unit costs per call is equal to the average unit costs of similar, local call centers.	I		
- Cost Per Call		**$9.60**	**$9.79**
- Average Cost Per Call		$10.00	$10.00
* Revenue generated from the audit of utility accounts will exceed the cost to audit these accounts.	I		
- Revenue Recovered		**$140,000.00**	**$140,000.00**
- Cost of Auditing		$129,170.14	$132,242.52
* The annual cost to read meters will be less than or equal to the planned cost.	I		
- Cost Per Meter		**$1.16**	**$1.18**
* The annual cost to process, print, and distribute utility bills will be less than or equal to the planned cost.	I		
- Cost Per Bill		**$1.01**	**$1.03**
Financial			
* Actual total expenditures for the Utility Billing, Collection, and Revenue Management Program will not exceed planned program expenditures.	C		
- Total Program Expenditures		**$1,885,102.12**	**$1,930,884.03**

Priority Legend
M: Mandatory
C: Council Highest Priority
I: Important
D: Desirable

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Program 720 - Utility Billing, Collection, and Revenue Management

Service Delivery Plan 72001 - Provide Meter Reading Services

Provide reliable, cost effective, and timely meter reading services that ensure accurate and regular billing, by:

   -Maintaining meter reading routes and schedules so that meter reading is completed as required by the Sunnyvale Municipal Code,
   -Reading meters daily, in adherence with the meter reading schedule, through automated and manual methods,
   -Re-reading meters at the request of customers or the utility billing staff to ensure accuracy,
   -Performing field duties related to starting and stopping water service as requested and scheduled,
   -Closing work orders and completing related administrative duties in an accurate and timely manner,
   -Evaluating and implementing new meter reading technology and techniques that improve safety, cost effectiveness, and efficiency,
   -Maintaining the functionality of the City's meter reading hardware and software through evaluating and implementing upgrades as needed, and
   -Providing timely and relevant utility billing system training to keep staff skills current with latest system upgrades.

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Program 720 - Utility Billing, Collection, and Revenue Management

Service Delivery Plan 72001 - Provide Meter Reading Services

	2006/2007 Proposed	2007/2008 Proposed
Activity 720000 - Read Water Meters for Billing		
Product: A Meter Read		
Costs:	$213,335.66	$217,308.42
Products:	184,000.00	184,000.00
Work Hours:	3,643.00	3,643.00
Product Cost:	$1.16	$1.18
Work Hours/Product:	0.02	0.02
Activity 720100 - Prepare Daily Meter Reading Activities		
Product: A Route Assigned		
Costs:	$57,084.52	$58,116.42
Products:	174.00	174.00
Work Hours:	930.00	930.00
Product Cost:	$328.07	$334.00
Work Hours/Product:	5.34	5.34
Activity 720110 - Re-Read Water Meters for Billing		
Product: A Meter Read		
Costs:	$7,559.41	$7,694.72
Products:	170.00	170.00
Work Hours:	140.00	140.00
Product Cost:	$44.47	$45.26
Work Hours/Product:	0.82	0.82

Program 720 - Utility Billing, Collection, and Revenue Management

Service Delivery Plan 72001 - Provide Meter Reading Services

	2006/2007 Proposed	2007/2008 Proposed
Activity 720120 - Read Water Meters for Utility Account Starts and Stops		
Product: A Meter Read		
Costs:	$91,460.17	$93,153.70
Products:	9,500.00	9,500.00
Work Hours:	1,648.00	1,648.00
Product Cost:	$9.63	$9.81
Work Hours/Product:	0.17	0.17
Activity 720130 - Provide Utility Billing or Meter Reading System Training		
Product: A Training Session		
Costs:	$18,412.06	$18,772.25
Products:	30.00	30.00
Work Hours:	249.00	249.00
Product Cost:	$613.74	$625.74
Work Hours/Product:	8.30	8.30

Totals for Service Delivery Plan 72001 - Provide Meter Reading Services

	2006/2007 Proposed	2007/2008 Proposed
Costs:	**$387,851.82**	**$395,045.51**
Hours:	**6,610.00**	**6,610.00**

Program 720 - Utility Billing, Collection, and Revenue Management

Service Delivery Plan 72002 - Operate Utility Customer Service Center

Provide high quality, professional, courteous, and cost effective customer service to all customers by:

-Answering calls in a timely manner,
-Providing professional customer service over the phone or counter,
-Starting and stopping utility billing accounts,
-Processing one time orders such as unscheduled garbage service,
-Receiving and appropriately handling non-utility billing related calls,
-Responding to billing inquiries in a professional and courteous manner,
-Responding to and providing additional detailed utility account information as requested,
-Processing account changes and service orders in an accurate and timely manner, and
-Conducting administrative hearings to address appeals of utility charges as requested by customers.

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Program 720 - Utility Billing, Collection, and Revenue Management

Service Delivery Plan 72002 - Operate Utility Customer Service Center

	2006/2007 Proposed	2007/2008 Proposed
Activity 720200 - Provide Customer Service		
Product: A Customer Contact		
Costs:	$347,353.44	$354,390.93
Products:	36,200.00	36,200.00
Work Hours:	6,051.00	6,051.00
Product Cost:	$9.60	$9.79
Work Hours/Product:	0.17	0.17
Activity 720210 - Conduct Administrative Hearings		
Product: An Administrative Hearing Completed		
Costs:	$13,146.17	$13,608.58
Products:	12.00	12.00
Work Hours:	148.00	148.00
Product Cost:	$1,095.51	$1,134.05
Work Hours/Product:	12.33	12.33
Activity 720220 - Conduct Utility Billing System Training		
Product: A Training Session		
Costs:	$21,360.36	$21,767.51
Products:	14.00	14.00
Work Hours:	252.00	252.00
Product Cost:	$1,525.74	$1,554.82
Work Hours/Product:	18.00	18.00

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Program 720 - Utility Billing, Collection, and Revenue Management

Service Delivery Plan 72002 - Operate Utility Customer Service Center

	2006/2007 Proposed	2007/2008 Proposed
Activity 720230 - Automated Call Distribution Telephone System Rental Rates		
Product: A Call Received		
Costs:	$5,797.00	$6,047.00
Products:	30,391.00	30,391.00
Work Hours:	0.00	0.00
Product Cost:	$0.19	$0.20
Work Hours/Product:	0.00	0.00

Totals for Service Delivery Plan 72002 - Operate Utility Customer Service Center

Costs:	**$387,656.97**	**$395,814.02**
Hours:	**6,451.00**	**6,451.00**

Program 720 - Utility Billing, Collection, and Revenue Management

Service Delivery Plan 72003 - Process Utility Bills and Collect Utility Revenues

Provide timely, accurate, and consistent utility billing and revenue collection services, by:

   -Preparing and processing bimonthly and monthly utility bills as specified by Sunnyvale Municipal Code,
   -Reviewing all utility accounts scheduled for billing for accuracy and anomalies,
   -Auditing five significant areas of risk each year as identified in the program's audit plan with the purpose of maintaining the accuracy and completeness of the data retained in the utility billing system,
   -Ensuring the preparation of accurate and timely bills by maintaining the billing schedule and review and auditing processes,
   -Working with the City's contracted bill printer to print and mail utility bills in a timely manner,
   -Preparing and processing utility billing journal vouchers for interface with the City's financial system,
   -Processing payments as they are received accurately and efficiently, and
   -Maintaining the accuracy and completeness of the data retained in the utility billing system.

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Program 720 - Utility Billing, Collection, and Revenue Management

Service Delivery Plan 72003 - Process Utility Bills and Collect Utility Revenues

	2006/2007 Proposed	2007/2008 Proposed
Activity 720300 - Review Utility Bills Being Processed for Accuracy		
Product: An Utility Bill Reviewed		
Costs:	$74,226.71	$75,557.09
Products:	193,800.00	193,800.00
Work Hours:	1,080.00	1,080.00
Product Cost:	$0.38	$0.39
Work Hours/Product:	0.01	0.01
Activity 720310 - Print and Distribute Utility Bills		
Product: An Utility Bill Distributed		
Costs:	$121,966.04	$124,375.04
Products:	193,800.00	193,800.00
Work Hours:	152.00	152.00
Product Cost:	$0.63	$0.64
Work Hours/Product:	0.00	0.00
Activity 720320 - Process Utility Payments		
Product: A Payment Processed		
Costs:	$143,840.58	$146,940.43
Products:	194,400.00	194,400.00
Work Hours:	2,338.00	2,338.00
Product Cost:	$0.74	$0.76
Work Hours/Product:	0.01	0.01

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Program 720 - Utility Billing, Collection, and Revenue Management

Service Delivery Plan 72003 - Process Utility Bills and Collect Utility Revenues

	2006/2007 Proposed	2007/2008 Proposed
Activity 720330 - Provide Utility Billing Accounting Services		
Product: An Accounting Document Processed		
Costs:	$13,223.11	$13,491.10
Products:	24.00	24.00
Work Hours:	184.00	184.00
Product Cost:	$550.96	$562.13
Work Hours/Product:	7.67	7.67
Activity 720340 - Audit Utility Billing Accounts		
Product: An Account Audited		
Costs:	$129,170.14	$132,242.52
Products:	15,500.00	15,500.00
Work Hours:	1,921.00	1,921.00
Product Cost:	$8.33	$8.53
Work Hours/Product:	0.12	0.12

Totals for Service Delivery Plan 72003 - Process Utility Bills and Collect Utility Revenues

	2006/2007 Proposed	2007/2008 Proposed
Costs:	**$482,426.58**	**$492,606.18**
Hours:	**5,675.00**	**5,675.00**

Program 720 - Utility Billing, Collection, and Revenue Management

Service Delivery Plan 72004 - Collect Delinquent Utility Charges

Maintain a high collection rate of utility charges, by:

-Reviewing and processing delinquent utility accounts,
-Providing accurate and timely notification of delinquency to delinquent customers,
-Working directly with customers to ensure the payment of late balances through the provision of payment arrangements,
-Reviewing and processing delinquent accounts of property owners for placement on the County tax roll,
-Interrupting water service to insure collection of delinquent funds,
-Reviewing garbage only accounts and reducing service to ensure collection of delinquent funds,
-Reviewing and processing bankruptcies and taking action, such as filing a claim, when appropriate, and
-Maximizing collection of delinquent funds through other collection techniques in compliance with applicable laws.

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Program 720 - Utility Billing, Collection, and Revenue Management

Service Delivery Plan 72004 - Collect Delinquent Utility Charges

	2006/2007 Proposed	2007/2008 Proposed
Activity 720400 - Collect Delinquent Utility Revenues		
Product: A Delinquent Notice Generated		
Costs:	$97,317.35	$99,199.08
Products:	20,400.00	20,400.00
Work Hours:	1,612.00	1,612.00
Product Cost:	$4.77	$4.86
Work Hours/Product:	0.08	0.08
Activity 720410 - Interrupt Water Service for Delinquent Accounts		
Product: A Water Service Interrupted		
Costs:	$27,014.12	$27,591.84
Products:	735.00	735.00
Work Hours:	456.00	456.00
Product Cost:	$36.75	$37.54
Work Hours/Product:	0.62	0.62
Activity 720420 - Conduct Utility Billing System Training		
Product: A Training Session		
Costs:	$5,672.71	$5,773.24
Products:	6.00	6.00
Work Hours:	70.00	70.00
Product Cost:	$945.45	$962.21
Work Hours/Product:	11.67	11.67

Program 720 - Utility Billing, Collection, and Revenue Management

Service Delivery Plan 72004 - Collect Delinquent Utility Charges

	2006/2007 Proposed	2007/2008 Proposed
Activity 720430 - Negotiate and Complete Payment Arrangements		
Product: A Payment Arrangement Signed		
Costs:	$7,161.90	$7,301.78
Products:	72.00	72.00
Work Hours:	128.00	128.00
Product Cost:	$99.47	$101.41
Work Hours/Product:	1.78	1.78
Activity 720440 - Review and Process Bankruptcies		
Product: A Bankruptcy Processed		
Costs:	$3,130.53	$3,203.24
Products:	20.00	20.00
Work Hours:	50.00	50.00
Product Cost:	$156.53	$160.16
Work Hours/Product:	2.50	2.50
Activity 720450 - Prepare, Review, and Deliver Tax Roll Assessments		
Product: A Property Identified for Assessment		
Costs:	$7,754.08	$7,987.31
Products:	1.00	1.00
Work Hours:	100.00	100.00
Product Cost:	$7,754.08	$7,987.31
Work Hours/Product:	100.00	100.00

Totals for Service Delivery Plan 72004 - Collect Delinquent Utility Charges

	2006/2007 Proposed	2007/2008 Proposed
Costs:	**$148,050.69**	**$151,056.49**
Hours:	**2,416.00**	**2,416.00**

Program 720 - Utility Billing, Collection, and Revenue Management

Service Delivery Plan 72006 - Monitor and Maintain the Health of the Utility Enterprise Funds

Provide financial management to maintain the health of the utility enterprise funds, by:

-Providing the City Council with a yearly report on proposed utility rates for the coming year, including a discussion of utility enterprise fund condition,
-Setting utility rates to ensure recovery of the full cost of providing utility services,
-Reviewing utility fund income statements for accuracy,
-Consulting with Utility managers on an accounting period basis on the health of each utility enterprise,
-Providing financial and operational consulting services to the utility operating programs,
-Preparing a yearly report to council to assess charges for sewer service provided outside the City, and delivering the assessments to the county for processing,
-Querying information contained in the utility billing database to assist other departments in the ongoing management of their budget and provide year to date data trends, and
-Assisting in the preparation of utility operating and capital budgets for the utility enterprises.

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Program 720 - Utility Billing, Collection, and Revenue Management

Service Delivery Plan 72006 - Monitor and Maintain the Health of the Utility Enterprise Funds

	2006/2007 Proposed	2007/2008 Proposed
Activity 720600 - Provide Financial Management Services to the Utility Operating Programs		
Product: A Request for Service Completed		
Costs:	$48,670.11	$50,368.35
Products:	100.00	100.00
Work Hours:	500.00	500.00
Product Cost:	$486.70	$503.68
Work Hours/Product:	5.00	5.00
Activity 720610 - Develop, Review and Deliver to Council the Utility Rates		
Product: A Utility Rate Report Completed		
Costs:	$30,653.42	$31,538.75
Products:	1.00	1.00
Work Hours:	280.00	280.00
Product Cost:	$30,653.42	$31,538.75
Work Hours/Product:	280.00	280.00
Activity 720620 - Review and Prepare Operating Budgets		
Product: A Program Budget Approved		
Costs:	$23,954.44	$24,795.93
Products:	5.00	5.00
Work Hours:	250.00	250.00
Product Cost:	$4,790.89	$4,959.19
Work Hours/Product:	50.00	50.00

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Program 720 - Utility Billing, Collection, and Revenue Management

Service Delivery Plan 72006 - Monitor and Maintain the Health of the Utility Enterprise Funds

	2006/2007 Proposed	2007/2008 Proposed
Activity 720630 - Review and Prepare Capital Budgets		
Product: A Capital Project Reviewed		
Costs:	$23,954.44	$24,795.93
Products:	150.00	150.00
Work Hours:	250.00	250.00
Product Cost:	$159.70	$165.31
Work Hours/Product:	1.67	1.67
Activity 720640 - Query Utility Billing Database for Information		
Product: A Report Completed		
Costs:	$38,247.27	$38,889.28
Products:	100.00	100.00
Work Hours:	500.00	500.00
Product Cost:	$382.47	$388.89
Work Hours/Product:	5.00	5.00
Activity 720650 - Prepare, Review, and Deliver Special Assessments		
Product: An Assessment Roll Delivered to the County		
Costs:	$5,588.66	$5,758.40
Products:	1.00	1.00
Work Hours:	40.00	40.00
Product Cost:	$5,588.66	$5,758.40
Work Hours/Product:	40.00	40.00

Totals for Service Delivery Plan 72006 - Monitor and Maintain the Health of the Utility Enterprise Funds

	2006/2007 Proposed	2007/2008 Proposed
Costs:	**$171,068.34**	**$176,146.64**
Hours:	**1,820.00**	**1,820.00**

Program 720 - Utility Billing, Collection, and Revenue Management

Service Delivery Plan 72007 - Maintain Utility Billing Computer Hardware and Software Systems

Maintain the utility billing, meter reading, and supporting computer hardware and software systems, by:

   -Monitoring system performance,
   -Taking timely corrective action to address system problems,
   -Keeping systems upgraded to the most current version,
   -Providing and supporting appropriate staff training to maintain current system knowledge, and
   -Interfacing with the Information Technology Department to maintain the integrity of the systems.

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Program 720 - Utility Billing, Collection, and Revenue Management

Service Delivery Plan 72007 - Maintain Utility Billing Computer Hardware and Software Systems

	2006/2007 Proposed	2007/2008 Proposed
Activity 720700 - Maintain the Utility Billing System		
Product: An Hour of System Up Time		
Costs:	$22,279.56	$22,694.29
Products:	2,490.00	2,490.00
Work Hours:	242.00	242.00
Product Cost:	$8.95	$9.11
Work Hours/Product:	0.10	0.10
Activity 720710 - Maintain the Meter Reading System		
Product: An Hour of System Up Time		
Costs:	$9,565.83	$9,761.54
Products:	2,490.00	2,490.00
Work Hours:	120.00	120.00
Product Cost:	$3.84	$3.92
Work Hours/Product:	0.05	0.05
Activity 720720 - Utility Billing System Rental Rates		
Product: An Hour of System Up Time		
Costs:	$235,249.94	$245,365.67
Products:	2,490.00	2,490.00
Work Hours:	0.00	0.00
Product Cost:	$94.48	$98.54
Work Hours/Product:	0.00	0.00

Totals for Service Delivery Plan 72007 - Maintain Utility Billing Computer Hardware and Software Systems

	2006/2007 Proposed	2007/2008 Proposed
Costs:	**$267,095.33**	**$277,821.50**
Hours:	**362.00**	**362.00**

Program 720 - Utility Billing, Collection, and Revenue Management

Service Delivery Plan 72008 - Management and Support Services

Provide management and supervision activities, by:

  -Ensuring the full staffing of all positions to meet program goals,
  -Providing timely and meaningful performance feedback to employees,
  -Participating in and completing city wide assignments as required, and
  -Communicating consistently with staff regarding program operations through regular staff meetings.

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Program 720 - Utility Billing, Collection, and Revenue Management

Service Delivery Plan 72008 - Management and Support Services

	2006/2007 Proposed	2007/2008 Proposed
Activity 720800 - Management and Supervisory Services		
Product: A Work Hour		
Costs:	$40,952.39	$42,393.69
Products:	476.00	476.00
Work Hours:	476.00	476.00
Product Cost:	$86.03	$89.06
Work Hours/Product:	1.00	1.00

Totals for Service Delivery Plan 72008 - Management and Support Services

	2006/2007 Proposed	2007/2008 Proposed
Costs:	**$40,952.39**	**$42,393.69**
Hours:	**476.00**	**476.00**

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Program 720 - Utility Billing, Collection, and Revenue Management

		2006/2007 Proposed	2007/2008 Proposed
Totals for Program 720	**Costs:**	**$1,885,102.12**	**$1,930,884.03**
	Hours:	**23,810.00**	**23,810.00**

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